



DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
STREET 1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KENTUCKY 40121

REPLY TO
ATTENTION OF

AHRC-PDV-S

18 November 2010

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command,
Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Quartermaster Center (ATTN: ATZM), 1201 22nd Street, Fort
Lee, VA 23801-1601

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 9 September 2010, subject: Memorandum of Instruction for the FY11 Master Sergeant Promotion and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential: Noncommissioned Officer Evaluation Reports that reflected exceptional performance while serving in demanding and challenging assignments were viewed as a plus. Raters and Senior Raters that clearly articulated performance and future potential for promotion sent a strong message to the board panel. Discrepancies between the Rater and Senior Rater sent conflicting messages to the board panel which resulted in challenges for the panel to understand the intent of the Rater and Senior rater. For example, all success and fully capable ratings with a 1 /1, promote with peers, or a rating of needs improvement, fully capable 2/2 promote now. It is vital to get a clear snap shot in selecting the best qualified candidate.

b. Utilization and assignments: Board records that displayed outstanding service/duty in a range of diverse assignments to include, special assignments, MTOE, TDA and deployment critical positions were viewed favorably. Additionally, NCOs who demonstrated an assignment history in high risk organization were also given special considerations.

c. Training and education: The board was extremely impressed with those that completed Bachelor degrees and higher. With online education such as eArmyU and GoArmyED, the board panel found this to be favorable for those who took advantage of these programs. Most NCOs had significant credit hours without obtaining a college degree. A large population of NCOs were enhancing their professional development by attending functional courses such as: Battle Staff, ISG course and Support Operation course. NCOs who obtained honors in NCOES were also viewed as favorable. NCOERs need to reflect the performance and potential in these areas.

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d. Physical Fitness. A large population of NCOs met or exceeded the APFT standards along with adherence to the height/weight standards IAW AR 600-9; however in a few cases when the NCOER reflected "YES", the photo depicted a different view and drew attention to the Soldier's physical fitness. It is critical that the Rater validate height and weight standards to reflect the most current data.

Photos: There were a significant amount of NCOs that did not wear their awards and decorations IAW AR 670-1. Awards on ERB and photo did not match in most cases and/or no orders on OMPF.

e. Overall Career management: There was a consensus by board members that CMF 92 is being effectively managed due to the large amount of NCOs who served in multiple positions. Board members frowned upon those who stayed outside of their CMF for 36 plus months. Soldiers that held positions such as Platoon Sergeant, Rear Detachment 1SG, Drill Sergeant and cadre type duties: (Warrior Transition Battalion/Observer Controller/SGL/Instructor-Writer), were given special consideration over those who mainly worked in the technical aspects of their MOS only.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF: CMF 92 consists of 9 MOS's from 92A to 92Y. Despite the complexity and diverse duty descriptions of each MOS, the panel came to the consensus that all NCOs had the opportunity to seek challenging and career enhancing leadership positions both within and outside normal MOS.

b. Suitability of standards of grade and structure: Accurate and detailed duty description /duty title is critical in managing our NCOs for correct manning and placement. ERBs and evaluations consistently did not match the proper positioning. There were several instances where skill level 40s were being rated as skill level 20s and 30s. Quite a few ERBs had incoming as the current duty position while the NCOER reflected otherwise.

c. Assignment and promotion opportunity. Overall the NCOs were afforded the opportunity to pursue jobs in their current grade or higher. It is vital that Senior Enlisted Advisor/Career Advisor continue to manage NCOs assignments where they have potential for career enhancement and professional growth.

d. Overall health of CMF: The board came to the consensus that the CMF 92 was very healthy and on the leading edge of professionalism. These NCOs were well diverse and multi-functional, the epitome of BE, KNOW and DO.

5. Recommendations.

a. Competence. There were numerous discrepancies between the NCOERs and ERBs. All NCOs must manage their records carefully and often review and validate. Major inconsistent

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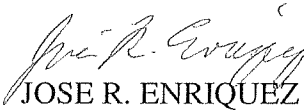
height and weight data from one NCOER to the next create distractions for the panel while reviewing the records. The NCO must review for accuracy at the end of each rated period. Considerable care must be taken when writing the duty description. The description must be clear about the level of responsibility. 1SGs and SGMs/CSMs have to review NCOERs for proper bullets and grammar that reflect rated NCO assessment. The Rater and Senior Rater need to ensure that proper counseling is being conducted and that NCO has a clear understanding of expectations. The Rater and Senior Rater need to send a clear, concise message on the rated NCO's performance and potential. NCOs need to ensure their uniform and appearance is IAW AR 670- 1. Recommend that NCOs take a senior leader with them to the Photo Lab to inspect prior to taking a DA Photo. Within the total Soldier concept, NCOs should not wait until the last minute or rating period to apply a sense of urgency in preparation for a centralized board ; this has to be a daily process from the initial date of time in grade.

b. CMF structure and career progression. The current modular force places a lot of demand on our NCOs both abroad and home station. CMF 92 NCOs need to establish and maintain a balance of competitive duty assignments, along with continuing both military and civilian education. With today's technology and distant learning our NCOs have to take advantage of honing their skills through all available resources to enhance their professional growth. Most NCOs had multiple deployments while earning degrees.

6. CMF Proponent Packets.

a. Overall quality. Proponent packets served as a great tool and layout in preparing the board panel in understanding what the critical demands are in the 92 CMF. Board panel found that throughout CMF 92 that our NCOs are of high caliber and quality leaders that represent the NCO Corps with the utmost fashion across the current modern battlefield. Continue to ensure that proponent packets are in line with guidance from Department of the Army Memorandum of Instruction.

b. Recommended improvements: None. Exceptional job laying out the demanding jobs as well as special mission units/assignments. Great job with professional development path and required schools and ASI's.


JOSE R. ENRIQUEZ
Colonel, LG, RA
Panel Chief